

## MGMT4317- Strategic Management

Fall 2019 SESSION

Uvalde, Wednesday 6:00 PM to 8:45 PM

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### **AVAILABILITY HOURS:**

Via CHAT, EMAIL or PHONE,

Tuesday, Wednesday, Thursday 12:00 Noon to 3:30 PM

**GRADING:** Grades will be determined as follows:

Assignments (4)	400 points
Final	100 points
Total Points	500 points

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### **REQUIRED TEXTS:**

1. *“Business Strategy: A guide to effective decision-making”* by The Economist and Jeremy Kourdi, The Economist; 3rd ed. Edition, ISBN-13: 978-1610394765
2. *“Good Strategy/Bad Strategy: The Difference and Why it Matters”* by Richard Rumelt, Profile Books, ISBN-13: 978-1781256176
3. *“Great by Choice: Uncertainty, Chaos, and Luck--Why Some Thrive Despite Them”* by Jim Collins and Morton T. Hansen, Harper Businss, ISBN-13: 978-0307886231

**OFFICIAL COMMUNICATION:** All official communication by the University or me will be sent to your Sul Ross email account. As a result, you are required to activate your email account and check it from to time to time for personal communication. I encourage you to email me if

you have questions or comments, BUT PLEASE include your full name and the course for which you have questions. Even if you submit your email through the Blackboard site, I cannot tell which course you are in nor what your real name is (i.e., egar123) unless you put it in the body of your email.

**3. TECHNOLOGY HELP:** Obtain your RGC email account name and password directly from the **Central Help Desk at 1-888-837-2882**. For most technology problems, first go to the Lobo Technology Assistance Center (LTAC). The quicklink to this site is available from our home page under the “My SRSU” tab. For specific help with any aspect of Blackboard, including problems with online exams, contact our Blackboard administrators in Alpine.

**BLACKBOARD HELP: 432-837-8489**

In addition you may visit with one of our on-campus technology resource personnel as follows:

Uvalde: Mr. George Hernandez phone: 830-279-3045  
Email: ghernandez@sulross.edu

Del Rio: Creighton Nope III phone 830 703-4818

Eagle Pass: Mr. Juan Garza phone: 830-758-5010  
Email: jgarza8@sulross.edu

I encourage you to email me if you have questions about any aspect of the course. Good luck and I look forward to “hearing” from you.

### **STUDENT LEARNING OUTCOMES:**

1. Develop a general management orientation; being able to analyze broad, organization-wide problems. Understand the vital role of corporate governance and stakeholder management.

*Assessment: Written assignments, exams and class discussion.*

2. Describe how the forces in the competitive environment can affect profitability. Understand the scenario planning technique and its usefulness. Understand the concept of strategic groups and their strategy and performance implications.

*Assessment: Written assignments, exams and class discussion.*

3. Describe how value-chain analysis can help managers create value. Enumerate the benefits and limitations of SWOT analysis in conducting an internal analysis of the firm. Explain the four criteria that a firm’s resources must possess to maintain a sustainable advantage.

*Assessment: Written assignments, exams and class discussion.*

4. Recognize the interdependence of attracting, developing, and retaining human capital. Understand the vital role of technology in leveraging knowledge and human capital.

*Assessment: Written assignments, exams and class discussion.*

5. Integrate the business skills students have already developed and knowledge students have obtained. In the immediate future this should give students a better understanding of how their positions relate to the overall performance of the organization. Also, much of this course is structured to stimulate the job that many students have or will have in the near future – a staff manager responsible for helping to develop recommendations on the strategic issues that face the organization.

*Assessment: Written assignments, exams and class discussion.*

6. Developing skills to solve the actual problems that today's organizations are experiencing.

*Assessment: Written assignments, exams and class discussion.*

#### **ADA STATEMENT:**

Sul Ross State University is committed to equal access in compliance with the Americans with Disabilities Act of 1973. It is the student's responsibility to initiate a request for accessibility services. Students seeking accessibility services must contact Kathy Biddick in Student Services, Room C-102, Uvalde campus. The mailing address is 2623 Garner Field Road, Rio Grande College-Sul Ross State University, Uvalde, Texas 78801. Telephone: **830-279-3003**. E-mail: [kbiddick@sulross.edu](mailto:kbiddick@sulross.edu)

#### **DISTANCE EDUCATION STATEMENT**

Students enrolled in distance education courses have equal access to the university's academic support services, such as Smarthinking, library resources, such as online databases, and instructional technology support. For more information about accessing these resources, visit the SRSU website. Students should correspond using Sul Ross email accounts and submit online assignments through Blackboard, which requires secure login information to verify students' identities and to protect students' information. **[If the course requires students to take proctored exams or to purchase additional software or equipment, please describe those requirements here.]** The procedures for filing a student complaint are included in the student handbook. Students enrolled in distance education courses at Sul Ross are expected to adhere to all policies pertaining to academic honesty and appropriate student conduct, as described in the student handbook. Students in web-based courses must maintain appropriate equipment and software, according to the needs and requirements of the course, as outlined on the SRSU website.

## Schedule for MGMT4317 – Spring 2019

<b>Week</b>	<b>Topic</b>	<b>Readings</b>
Jan. 23	Introduction to Strategic Management	None
Jan. 30	Accounting and Finance	None
Feb. 6	What is business strategy	Articles BSG Chps 1-3
Feb. 13	Forces shaping business strategy	Articles BSG Chps 4-7
Feb. 20	Developing business strategies <b>Assignment 1 due</b>	Articles Chps 8 & 9, 14 & 15
Feb. 27	Leading business strategy implementation	Articles Chps 10-12
Mar. 6	Innovation and information management	Articles Chps 13 & 16
Mar. 13	Managing business strategies <b>Assignment 2 due</b>	BSG Chps 17-18
Mar. 20	<b>SPRING BREAK</b>	
Mar. 27	Good Strategy/Bad Strategy	Chps 1-5
Apr. 3	Good Strategy/Bad Strategy	Chps 6-15
Apr. 10	Good Strategy/Bad Strategy <b>Assignment 3 due</b>	Chps 16-18
Apr. 17	Great by Choice	Chps 1-3
Apr. 24	Great by Choice	Chps 4-6
May 1	Great by Choice <b>Assignment 4 due</b>	Chps 7-8
May 8	<b>In Class Final Exam</b>	